

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 5, 1994, IN LISNER HALL  
ROOM 603

The first meeting of the new 1994-95 Session was called to order by President Trachtenberg at 2:14 p.m.

Present: President Trachtenberg, Registrar Gaglione, Boswell, Brewer, Eftis, Englander, Fowler, Griffith, Gupta, Harrington, Johnston, Kahn, Kind, Kirsch, Mitchell, Pelzman, Robinson, Salamon, Seavey, K. Smith, P. Smith, Solomon, Tropea, and Vontress

Absent: Vice President French, Captain, Carson, Castleberry, East, Elgart, Frieder, Friedenthal, Keimowitz, Miller, and Thompson

INTRODUCTION OF THE NEW SENATE MEMBERS

President Trachtenberg introduced and welcomed the following new members of the Senate: Professors John Eftis, William B. Griffith, Walter K. Kahn, Phyllis D. Kind, Lewis D. Solomon, Keith E. Smith, and Joseph L. Tropea. (Professors Michael S. Castleberry and Irene B. Thompson were not present.) Re-elected Senate members were Professors Yvonne Captain, Gerald P. Johnston, Lilien F. Robinson, and Ormond A. Seavey.

APPROVAL OF MINUTES

The President called for approval of the minutes of the Special Meeting of March 25, 1994, and the regular meeting of April 8, 1994. A correction was made on Page 8 of the April 8th minutes to add the words "consistent with this resolution," which had been inadvertently omitted, after the words "by all parties," so that the motion would correctly read: "That negotiations continue with the aim of arriving at a mutually acceptable compromise by all parties consistent with this resolution." No other corrections were made. The minutes of the Special Meeting of March 25, 1994, and the minutes of the regular meeting of April 8, 1994, as corrected, were approved.

INTRODUCTION OF RESOLUTIONS

THE UNITED STATES OF AMERICA  
DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT

WYOMING  
COUNTY OF TETON

Section 1

DESCRIPTION OF LAND

Section 1, Township 14N, Range 10E, T14N, R10E, WYOMING  
Containing 360 acres, more or less, of the  
Public Lands of the United States, situated  
in the County of Teton, State of Wyoming.

APPROVAL OF BUREAU

The above described land is situated in  
the Teton National Forest, and is  
being offered for sale at public  
auction, to the highest bidder, for  
cash, on the 1st day of May, 1900,  
at the County Clerk's Office, in the  
County of Teton, State of Wyoming.

WYOMING



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Absent: Vice President French, Captain, Carson, Castleberry, East, Elgart, Frieder, Friedenthal, <sup>Miller</sup> Harrington, Keimowitz, ~~Salamon~~ and Thompson

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INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1994-95 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 1994-95 Session.

The following dates were approved:

May 5, 1994	January 20, 1995
September 9, 1994	February 10, 1995
October 14, 1994	March 10, 1995
November 11, 1994	April 14, 1995
December 9, 1994	

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1994-95 SESSION

(The 1994-95 Parliamentarian to be appointed by the President.)

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1994-95 SESSION

Professor Robinson moved the nominations for election of Chairs and members of Senate Standing Committees. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is attached.)

IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on the University Bookstore: Stephen McGraw, Scott B. Pagel, and David A. Rowley; GW Forum: Debra Bruno, Editor-in-Chief, Michael F. Moses, and Jeffrey L. Stephanic; Safety and Security Advisory Committee: George C. Stephens, Bonnie M. Sachs, and Ernest J. Englander; Joint Committee of Faculty and Students: Joseph L. Tropea, Faculty Co-Chair; Margaret R. Kirkland, Can E. Korman, Charles C. Rogers, Daniel Ullman, and Harry E. Yeide. The nominations were approved.

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson;

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES (cont'd)

Trustees' Committee on Student Affairs: Joseph L. Tropea;  
Trustees' Committee on University Development: Joseph Pelzman.  
The nominations were approved.

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Robinson moved the nominations for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, Mark S. Klock, W. Douglas Maurer, Terrence Phillips, Joan R. Regnell, Carol Sigelman, and Max D. Ticktin. The nominations were approved.

VII. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE BOARD OF TRUSTEES OF THE CONSORTIUM OF UNIVERSITIES

In order to take up this item of business not on the agenda, Professor Robinson asked for the a suspension of the rules. No objections were made, and Professor Robinson moved the nomination of Professor William B. Griffith for re-election to the Board of Trustees of the Consortium of Universities for a 3-year term. Professor Griffith was elected unanimously.

VIII. REPORT OF THE EXECUTIVE COMMITTEE

The report of the Executive Committee by Professor Robinson, Chair, is enclosed.

IX. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports from the following Senate Committees were received for distribution with the minutes: Faculty Development and Support, Fiscal Planning and Budgeting, Educational Policy, Research, Physical Facilities, Libraries, Administrative Matters as They Affect the Faculty, Professional Ethics and Academic Freedom, and Honors and Academic Convocations. (The Annual Reports are attached.)

Professor Kirsch, as a former member of the Appointment, Salary, and Promotion Policy Committee and delegate to the Benefits Review Committee, reported that the BRC was getting ready to send out information on the Open Enrollment period for the Health Insurance Programs that would include any changes.

Professor Pelzman, Chair, Fiscal Planning and Budgeting Committee said the Committee wished to acknowledge the enormous assistance of Vice President Katz. He said the Committee's report

included data and tables that represented the key components of the University's budget and that the Committee would continue to look at the budget information in order to make recommendations to the Senate on budgeting criteria and priorities. Professor Mitchell suggested that the Annual Report of the Fiscal Planning and Budgeting Committee be included on the agenda for the next meeting of the Senate because there seemed to be a number of things in the Report that could be discussed. He said that he was particularly interested in why the University's legal expenses had increased by 348%. Professor Griffith noted his concern about the decline of expenditures on all of the libraries and said perhaps the Fiscal Planning and Budgeting Committee might ask the Senate next year to take a stand with respect to the allocation of resources going to the libraries.

#### TRIBUTES

The President called upon Professor Englander and Professor Pelzman who read tributes, respectively, to Phillip D. Grub, Professor of Business Administration and Aryamehr Chair in Multinational Management, and Burton Sapin, former Dean of the School of Public and International Affairs and Professor of Political Science and International Affairs. Professor Grub and Dean Sapin were former members of the Faculty Senate who were retiring this spring. (Tributes are attached.)

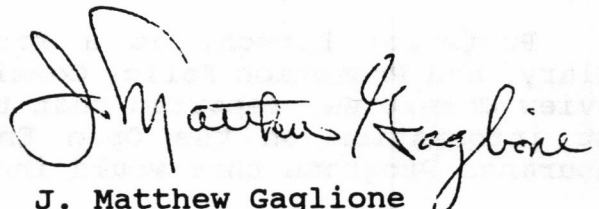
#### BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements.

#### ADJOURNMENT

The President wished the Senate members a splendid summer. He said he was pleased to note that the Chronicle for Higher Education, in reporting the faculty salaries this year, indicated that GW assistant professors had ranked in the 80th percentile and associate professors had ranked in the 82nd percentile and that GW had a 3-year plan in place to bring the full professors into a comparable alignment.

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 2:48 p.m.

  
J. Matthew Gaglione  
Secretary



## **1993-94 Annual Report Committee on Faculty Development and Support**

Faculty Senate Committee on Faculty Development and Support met eight times during the 1993-94 academic year. The major issue of consideration during this year was 'early' retirement at GW. The Committee examined a number of resource materials, including several reports from TIAA/CREF and from the University of Chicago where a voluntary retirement plan has been implemented recently. We met twice with the Vice President for Academic Affairs and had continuing discussions with the co-Chairs of the ASPP Committee. The Chicago Plan provides monetary incentives for tenured faculty members choosing to voluntarily retire during certain age 'windows'. While the Chicago Plan has many attractive features that should be considered for adoption here, we felt that a comparable project at GWU could not be undertaken solely by our committee; such a project would require the participation of other Senate committees, the administration and the board of trustees. Nonetheless, the committee believes that there is a need to publish a voluntary retirement plan which is available and known to all faculty members considering possible retirement. The Committee approved a resolution, and an accompanying report, to provide voluntary retirement opportunities and incentives to all eligible faculty members at GWU and forwarded it to the executive committee; the intent is to inform the faculty members considering possible retirement about the incentives and opportunities that may be available to them. (See Appendix for the resolution and accompanying report.)

The Committee initiated a program to utilize the available faculty expertise to improve the organizational climate in academic departments of the University. We sent out a questionnaire to a number of departments to find the faculty members who may be interested in consulting with University departments; we have compiled a listing of experts who are willing to consult with the University departments at no charge or at less than their normal fee. This compilation has been sent to all department Chairs for use at their discretion. We recommend that a follow up be conducted by the next year's Committee in the Fall semester.

The Committee also formed a Subcommittee on Recruitment and Retention of Minority and Women Faculty in order to "maintain University-wide oversight of all issues related to campus climate, recruitment, appointment, retention and promotion of women and minority faculty" as required by the *Action Plan to Improve the Collegial Climate: Making The George Washington University a Model of Cultural Diversity*. The subcommittee members are Miriam Dow, Murli Gupta (Chair), Joseph Greenberg, Rebecca Jackson and Dianne Martin. The subcommittee examined the compliance report of VPAA that was submitted to Faculty Senate in December 1993. We agreed that the report shows good faith on the part of the Administration though there was concern that many of the Deans may not be complying completely as the planning component was missing from their

reports to VPAA. Vice President French was advised accordingly. We also reminded President Trachtenberg to publish the *Action Plan* in By George as per his agreement and note that the *Action Plan* appeared in the March 1994 issue of By George.

Respectfully Submitted,



Muri Gupta, Mathematics, Chair

April 25, 1994

**Members:**

Murat Azizoglu, EECS  
James Dinwiddie, Engg. Mgt.  
Joseph Greenberg, Educ. Leadership  
Robert Jenkins, Psychology  
Phyllis Kind, Microbiology  
Tapan Nayak, Statistics  
Carl Steiner, German  
Stuart Umpleby, Management  
Daniel Zimmeroff, Naval Science

**ex officio:**

Walter Bortz, VPAIS  
James Clifford, Personnel  
Sharon Rogers, AVPAA  
Rebecca Jackson, Gelman Library  
Melvyn Elgart, Dermatology, Executive Committee Liaison

## APPENDIX

### A RESOLUTION TO PROVIDE VOLUNTARY RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY

WHEREAS, the Age Discrimination in Employment Act precludes any fixed age retirement for the University faculty; and

WHEREAS, it is in the mutual interest of both faculty and the University that faculty members retire before their teaching and research effectiveness becomes compromised; and

WHEREAS, it is important to the academic freedom of all faculty that changes in the U.S. law not result in a weakening of the tenure system; and

WHEREAS, it is important that individual faculty members voluntarily determine when they wish to discontinue their active service at the University; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That all faculty members have a voluntary opportunity to make an irrevocable decision to retire from active service; and

(2) That the voluntary retirement option be available to all faculty at age 55 after completing 20 years of full time service or at age 60 after completing 15 years of full time service; and

(3) That the voluntary retirement option be accompanied by a financial incentive in the form of a lumpsum severance bonus to be negotiated between the individual faculty member and the administration; and

(4) That the administration consider providing a partial retirement option prior to or in conjunction with the voluntary retirement; and

(5) That consideration be given to providing post retirement part-time teaching opportunities, office space, computer and library facilities, continued health insurance premiums and reimbursements for financial planning services to the retiring faculty; and

(6) That a voluntary retirement option be made available and known to the faculty of the University.

Committee on Faculty Development and Support  
Approved April 19, 1994

## Faculty Senate Committee on Faculty Development and Support

### Voluntary Retirement Opportunities and Incentives

The 1978 amendments to Age Discrimination in Employment Act raised the mandatory retirement age for college faculty from 65 to 70. In 1986, U.S. Congress passed further amendments that eliminated ("uncapped") the mandatory retirement altogether, effective January 1, 1994. Universities and colleges nationwide have been examining ways of responding to the challenge of no mandatory retirement for their faculty. At The George Washington University, the Faculty Senate made an effort in this direction by adopting Resolution 90/15 on April 12, 1991 that asked the Vice President for Academic Affairs to direct each school to devise plans to facilitate the voluntary retirement of senior faculty.

In response to Faculty Senate Resolution 90/15, the Administration set up a Task Force on Post Tenure Evaluation of Continuing Faculty. The recommendations of this Task Force, though technically withdrawn, were the subject of a heated debate in the Faculty Senate during February of last year and resulted in the adoption of Resolution 92/4 which reaffirmed the principles of tenure and academic freedom, and rejected the imposition of additional peer review of tenured faculty; the Senate also opposed "threats or processes of harassment to 'encourage' retirement of faculty."

Early in the current academic year, the Faculty Senate Committee on Faculty Development and Support invited Vice-President French to discuss the issue of early retirement at GW and to begin a dialogue. Dr. French informed the committee that he has been talking to an average of 2 faculty members per month about early or partial retirement and that the University enters into about 8 such arrangements each year. The committee discussed the needs of the retired faculty, the vitality of existing faculty, the proverbial "deadwood", and the nexus between "early retirement" and post-tenure evaluation.

There is a widespread concern, nationwide, that with an aged, top heavy faculty, the younger faculty would have fewer opportunities for tenured positions [Voluntary Incentive Early Retirement Programs, TIAA/CREF *Research Dialogues*, July 1988]. It is of interest to note that in order to reduce the size of the government without resorting to layoffs, the federal agencies recently began to offer a Voluntary Separation Incentive Payments (Buyouts) program that allows a federal employee of 12 months service the lesser of \$25,000 or his/her severance pay entitlement [*Washington Post*, March 28, 1994, p. A19].

The Committee met several times to consider the incentives for voluntary retirement of active senior faculty. The present practice has been that any faculty member may approach his/her chair, dean and the Vice President for Academic Affairs (or the VPAA directly) to negotiate an early retirement package. The committee believes that there ought to be broad guidelines that are available and known to all faculty contemplating



retirement. It has been pointed out that many faculty members considering possible retirement would wish to maintain academic relationship with the University and would appreciate the availability of office space, secretarial assistance and part-time teaching privileges at better than the current part-time rates. The other consideration is the possible transition from full time to part time status prior to voluntary retirement.

The Committee discovered that the University of Chicago has recently adopted and implemented a voluntary retirement plan that provides a "window period" during which the eligible faculty members make an irrevocable decision to retire from active service and receive financial incentives based upon an announced formula. The Committee had access to the Chicago report, Report of the Task Force on Faculty Retirement (November 1992) as well as the implementation documents dated July 2, 1993 from the University of Chicago. It is felt that a comparable project at GWU could not be undertaken solely by our committee; such a project would require much broader involvement of many other groups such as the ASPP Committee, Budget Review Committee, Administration and Board of Trustees. However, the Committee is convinced that there is a need to have a voluntary, without coercion of any sort, retirement plan that is known and available to all faculty members.

There is agreement that any retirement proposal should be voluntarily initiated by the faculty members. Once a faculty member declares his/her intent to retire from the University, and negotiates and accepts a severance package, the intent becomes irrevocable. The present 'early retirement' policy at GWU allows a faculty member to retire at age 55 after 20 years service or at age 60 after 10 years service. The committee believes this should continue to be the policy for voluntary retirement.

In recent years, many faculty members contemplating early retirement have approached the administration and worked out individual packages of benefits, some involving lumpsum payments and others providing payments spread over a number of years. The Committee knows of a number of cases where the recently retired faculty members were unaware that they could have approached the administration and worked out an individual package for themselves. The Committee believes that, in fairness to all faculty members, the availability of financial incentives on voluntary retirement should be known to all faculty members. In fact, the present resolution merely recapitulates the present practice at GWU with one change: it alerts the faculty to their opportunities for negotiating a satisfactory retirement package for themselves.

Under the new policy at the University of Chicago, each faculty member taking advantage of the voluntary opportunities is offered reimbursements, up to \$3000, for financial planning services within 12 months of declaring their intent to retire. The Committee recommends that provision of financial planning services by an outside counsellor be considered as a fringe benefit for all faculty approaching retirement.

Many faculty members approaching retirement wish to continue their teaching and/or

research activities at the university. For them it is important to have office space, and continued access to secretarial, computer and library facilities. The Committee recommends the university provide a central space, if not possible within departments or schools, for emeriti faculty. The possibility of providing part-time opportunities to the retired faculty should also be considered insofar they meet the departmental needs. Consideration should be given to provide such teaching opportunities at better than part-time rates.

The continued availability of health insurance is an important factor in consideration of retirement by faculty members and their spouses. Under the new policy at the University of Chicago, the University pays *lifetime* premiums for each participating faculty member and spouse for university sponsored health insurance that supplements Medicare. While the enactment of Health Care Reform legislation may make this consideration moot, it is recommended that The George Washington University consider providing increased health insurance benefits to retired faculty and continue them beyond age 70.

The George Washington University presently provides educational benefits to retired faculty members and their eligible dependents. The committee recommends that this practice should continue unchanged.

The Committee also considered the availability of a partial retirement option prior to full retirement and recommends that GWU develop phased retirement policies that would allow the faculty members to declare irrevocable intent to retire after a number of years (to be negotiated between the faculty member and the administration). During the intervening years, the faculty members would continue to work at less than full time (1/2 or 2/3) effort. At the end of the negotiated period of partial retirement, the faculty member would retire and be eligible to obtain the negotiated retirement benefits.

**Committee on Faculty Development and Support**  
**April 19, 1994**

## COMMITTEE ON EDUCATIONAL POLICY

### Annual Report

May 5, 1994

The committee has met five times. Following are topics from our agendas.

1. Mission Statement: The mission statement of the committee was amended to reflect the 1992 change from "Educational and Admission Policy" to the "Educational Policy" Committee. The following statement was adopted:

The Committee shall consider matters of policy relating to education that are of concern to more than one college, school or division. In this area its functions shall be to provide advice and counsel on such matters as requested by the Faculty Senate (through its Executive Committee); formulate principles and objectives and find facts pertinent to such counsel; be alert to proposed changes in existing policies or promulgation of new policies; consider any appropriate matters on its own initiative or brought to its attention by any member of the Faculty; make its recommendations or otherwise express its opinion to the Faculty Senate.

2. Academic Calendar: The Committee reviewed the calendar due to concern over lack of teaching time for Monday classes particularly in the fall semesters. Donna Scarboro presented the calendar for the next five years and reviewed the issues and possibilities for changes which would equalize Monday classes. After discussion, it was the consensus that the difficulties of changing the calendar in terms of impact on between semester break as well as summer break were such that it should be left alone. It was recommended that it would be helpful if a member of the Educational Policy Committee served on the Calendar Review Committee.

3. Review policy on classes missed by faculty. In response to reports that some faculty miss classes without providing substitutes or makeup of the classes, the Committee considered whether faculty responsibility on this matter was clear and whether there should be a more explicit policy. The committee voted that the faculty handbook provides an adequate guide to faculty responsibility in this area. (see Faculty Handbook:3b, Professional Responsibilities)

4. Grading schedule for final exams. A resolution was drafted to address concern among faculty who teach large classes that the 72 hour deadline for final grades is unreasonable. This is a particular problem when exams are scheduled near the end of the examination period and the final grade reporting date. Resolution 93/5 "A Resolution on Grading Extensions" was passed at the February 18, 1994 Senate meeting.

5. Review policy on keeping student records. There are conflicting documents concerning the length of time that faculty are obligated to keep student records. After review, it was discovered to be a matter affecting only CCGSAS. The Committee forwarded the information to Dean Salamon.

6. Grade distribution. The issue of grade inflation was brought to the Committee. The Committee reviewed information provided by the Office of Institutional Research and concluded that no significant increase in grade inflation was evident during the past five years. It was agreed that though no particular action seemed warranted, the issue of grade inflation was one of concern. The Committee felt that this was an issue appropriately addressed by the University Teaching Center. A letter was sent to the Director of the UTC suggesting that a program on grade inflation as a follow-up to their 1993 colloquium on grading might be of benefit to the community.

7. Academic evaluations. The Committee was asked to determine the role/impact of the student-run course evaluations document upon our colleagues. Additionally it was asked to consider the use of departmental evaluations and the comparative usefulness of both instruments. The Committee began by identifying issues surrounding the value/benefit of student-run evaluations. The following issues were identified:

Positive:

1. Since students want to evaluate courses and publish the results, we should go along with their desire to show we care about their opinions.
2. For programs or departments with generally "high" evaluations, it is a means to advertise themselves
3. The evaluations may explain the course requirements and work load to prospective students.

Negative:

1. Publication of expected grades makes likely the use of these evaluations to identify "easy" courses.
2. Publication of course evaluations may serve to limit choice rather than to expand choice. Because each class is a singular experience and in part the course depends on the composition of students, to have students choose classes based on factors of grades awarded in the past and past popularity limits choice.
3. To the extent that professors, particularly junior untenured faculty are required to participate in this public process an unhealthy "competitive" atmosphere may be fostered.



4. Many of the questions on these student-run evaluations are not valid indicators of "good education"; in effect, the questionnaire is a poor tool.
5. The student-run and published evaluations process takes an essentially "private" communication context and parades it before a public audience. For the same reason we do not, and cannot, publish student grades, professors' grades (course evaluations) should not be published.

In addition to the discussions about student-run evaluations, several other issues of evaluations were identified (definition of essential questions for any evaluation; should administrators be evaluated; what weight should be given to such evaluations). Time did not permit completion of these discussions. It was recommended that the next session of the committee might want to continue on this topic.

Committee members: Gastwirth, Geist, Kind, Mastro, Melendez, Sanchez, Steiner, Vojcic, Warren, Zuchelli

Submitted by: Diane M. Brewer, Chair

May 3, 1994

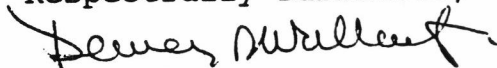
Final Report, Faculty Senate Research Committee

The Faculty Senate Research Committee met four times during the 1993-94 academic year; in addition, it met once jointly with the Advisory Committee on Research.

In its fall semester meetings, the Faculty Senate Research Committee considered suggestions received from department chairs concerning ways to enhance research at the University. In the spring semester, priorities in the funding and encouragement of research were considered and conveyed to the Advisory Committee on Research.

The Faculty Senate Research Committee, having conveyed its judgment about research priorities to the Advisory Committee on Research, and having participated with it through several joint members and a joint meeting, has so far endorsed the preliminary draft of the report of the Advisory Committee. The first order of business that might appropriately be taken up by the Faculty Senate Research Committee as early as possible in 1994-1995 should be study of the final report of the Advisory Committee on Research, possibly leading to a resolution concerning it to be brought to the University Senate.

Respectfully submitted,



Dewey D. Wallace, Jr.  
Chair, Faculty Senate Research Committee

## Senate Physical Facilities Committee Annual Report 1993-4

The Committee met twice this past year to discuss the University's construction and migration programs. Its first meeting was jointly held with the Fiscal Planning and Budget Committee and focussed on the migration plan. Vice President Katz presented the plan and answered committee members' questions. The second meeting focussed on the Marvin Center changes and the construction of the Wellness Center and WETA buildings. Vice President Katz and University consultants presented the architect's drawings and answered questions about the projects.

James Carter  
Ernie Englander, chair  
Craig Geist  
Terry Hufford  
Nancy Johnson  
Roger Lang  
Donald Paup  
Bradley Sabelli  
Frank Segal  
Walter Bortz, ex-officio  
Scott Cole, ex-officio  
Louis Katz, ex-officio  
John Schauss, ex-officio

## Annual Report - 1993-1994

### Faculty Senate Library Committee

The 93-94 Faculty Senate Library Committee included the following faculty members: R. Goulard (Chair), M. Haque, V. Harizanov, D.H. Hitchcock, S. Karp, M. King, P. Saenz, D. Sewell, R. Weitzer. The ex-officio members were: A. Andrews, S. Bader, R. French, R. Harrington (Executive Committee Liaison), D. Masters, S. Pagel

The Committee met formally three times (December 3, 1993; April 12, 1994, and April 18, 1994). Its members were also involved individually, or as a subgroup, in various library-related activities [Library users survey (M. King), Student Advisory board (D. Hitchcock) and the librarian search committee (R. Goulard)]. In all these instances, the committee received extensive support and information from the acting librarian, D. Masters. Among the highlights of the committee's work were:

- a) the participation in the Gelman Library review (November 5, 1993) by two outside consultants. Later on, the written report was discussed and clarified with the help of the different librarians involved at GWU (April 12th and 18th).
- b) The user's survey format was established by Dr. King in collaboration with the library. The form was sent by the library to all the faculty during the month of March. The returns are currently processed and the results are expected in the near future.
- c) The document entitled "Critical Factors Affecting Gelman's Strategic Planning for 1994/95-1996/7" was presented to the Committee. Extensive changes were suggested. The final version of this important planning document is attached.
- d) The Committee was invited by the Vice President for Academic Affairs to participate actively in the search for a new librarian, especially in the planning and the interview phase. The Committee chairman, Dr. Goulard, has attended the regular meetings of the search committee. On January 26th, the text of the advertisement was evolved, with a view to attract candidates as early as late April. On March 30th, President Trachtenberg urged the committee to search widely for the best person available. The Committee plans to arrive at a pre-selection by the end of the Summer. Hopefully a new librarian could be selected later in the Fall.



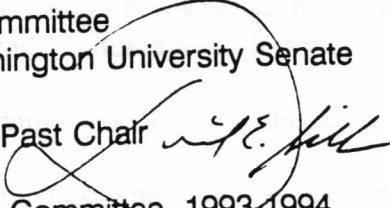
**Critical Factors Affecting Gelman's  
Strategic Planning for 1994/5 - 1996/7**

1. The Library is developing collections, services, and facilities in a rapidly changing environment as the schools revise their curricula and the University shifts priorities.
2. The Library is experiencing growing demand for existing services and collections, as well as demand for new services, at a time when it is also experiencing no-growth operating and personnel budgets and increases in collections budgets that do not keep pace with price increases for serials and monographs. Financial pressures include:
  - o replacements for aged unreliable equipment and furnishings
  - o purchase of new generations of computers and networks to support changing information needs
  - o continued growth in use of library services
  - o growing demand for remote access to services and collections
  - o significant investment in staff development, user education, equipment and systems required by increasingly complex information resources and expectations.
3. Consistent with the University's stated priority to provide "good customer service," academic departments and administrative units need to define, publicize and be accountable for their own meaning, standards and measures for service.
4. Opportunities for improvements in Library services and facilities can be found in the following developments:
  - o partnerships with GW's academic departments and administrative units and with other area libraries
  - o online access to GW's administrative financial and personnel systems
  - o conversion to library use of the 6th & 7th floors of the Gelman Library building and resulting space reallocation elsewhere in Gelman over the next 5 years
  - o initiatives related to the National Information Infrastructure ("Information Superhighway")
  - o appointment of a permanent University Librarian
  - o Classroom Services and classroom renovation
  - o a library-specific gateway to information resources outside Gelman Library
  - o next generation library systems

**ADMINISTRATIVE AFFAIRS AS THEY AFFECT THE FACULTY**  
**A Committee of the Faculty Senate**  
**Office of the Chair**

May 12, 1994

To: Executive Committee  
George Washington University Senate

From: David Silber, Past Chair 

Re: Report of the Committee, 1993-1994

The Committee met six times during the 1993-1994 Senate term, including a joint meeting with the Space Committee of the Senate. The following items were considered, and the following actions taken:

1. The new time-keeping system for administrative workers in academic departments. After discussing the topic with the appropriate persons in administration, it was agreed that the system was not an area of concern of this committee.
2. The committee discussed the policies governing Summer enrollments and drafted a resolution to the Senate. The resolution was aimed at making certain that listed classes were offered, except in extenuating circumstances, and making certain that the size of the class be determined by the total of enrolled students, not just the number of tuition paying ones. The resolution was not brought to the Senate by the Executive Committee.
3. The speed of reimbursement for travel expenses was raised. In particular, it is a problem for those who travel on grants or other University-related business who must pay for their tickets before being reimbursed.
4. Two issues ultimately referred to the Professional Ethics and Academic Freedom Committee were discussed: (a) the recent delay in awarding tenure to those in one school who had been proposed for tenure by their respective departments and the Dean of the school. (b) The action of the Board of Trustees in removing themselves from consideration of student or faculty grievances.
5. The Committee decided not to pursue the matter of evaluations of administrative officers and Chairs of departments.

Respectfully submitted

David Silber, Past Chair, for the Committee

# SENATE COMMITTEE ON PROFESSIONAL ETHICS & ACADEMIC FREEDOM

## ANNUAL REPORT - MAY 1994

The Committee on Professional Ethics and Academic Freedom met monthly in order to deal with a host of issues. Several subcommittees were formed to develop initial analyses and positions for the full Committee to consider. The following represent the major areas of action and concern:

1. **"Early Tenure."** On January 26, 1977 a memorandum was issued by [then] Vice President for Academic Affairs and Provost Harold F. Bright to Deans and Chairmen that stated:

"As I announced at the Faculty Assembly yesterday, it will be University policy effective immediately that recommendations for early tenure will not be approved by my office. Exceptions will be made only for compelling reasons. Generally, tenure will not be approved before the date on which a decision must be made as specified in the Code and Ordinances."

Since 1977 it has been University practice to deny (except in exceptional circumstances) the granting of tenure prior to the end of the maximal probationary period (i.e., no "early tenure"), despite the fact that this policy appears to be in conflict with *The Faculty Code*.

The Committee has considered the benefits and risks of this policy and has considered several alternative solutions. There is a Committee consensus that the granting of "early tenure" should be exceptional. But when the appropriate faculty body recommends tenure (including "early tenure") for an individual based on the criteria established by the department and/or school, tenure should be granted unless the Administration can provide compelling reasons not to do so.

The Committee has been working throughout the year with Vice President French in trying to help him formulate a policy statement that would be in conformity with the *Faculty Code* and remain clear that the granting of "early tenure" is the exception rather than the rule. Despite several reiterations, we have not achieved that goal: the most recent draft offered by the Vice President still presented significant problems. President Trachtenberg attended our April 11 meeting and expressed the view that the only basis he knew for granting tenure before the normal time was if a highly effective and desirable faculty member could produce a written offer from another institution offering him/her a faculty position with tenure. He suggested that the Committee provide him with what it considered additional bases for granting "early tenure."

It is apparent that discussions with the Administration must continue during the next term of the Senate in order to resolve this issue.

2. **Resolution 87/10.** Resolution 87/10 is a series of proposed updates and changes to the sections of *The Faculty Code* addressing the faculty's role in the appointment and continuance of senior academic administrative officers. The resolution was first passed by the Senate in April 1988. Then President Elliott did not act upon it prior to his imminent retirement, believing it was more appropriate that his successor act with respect to it. President Trachtenberg, however, took no action on it for several years. In response to an inquiry from the Executive Committee, President Trachtenberg responded that, since several academic administrative positions identified in the resolution no longer existed, the resolution was not applicable. Believing that the issues addressed by Resolution 87/10 still needed to be resolved, the Executive Committee again referred it to PEAFF in 1992. The Committee made some minor revisions to the resolution but it was returned by the Executive Committee with some additional suggestions and concerns.

The current PEAFF Committee has re-examined Resolution 87/10, the 1992 revisions to it, and the concerns of the Executive Committee. It drafted a revised resolution that proposed revisions to

*The Faculty Code's* procedures for the role of faculty in the selection, appointment, and continuance of senior academic administrative officers.

In meetings with President Trachtenberg and Vice President French, it became apparent that the President was not in favor of changing the procedures for the search process for the Vice President for Academic Affairs or for including the President as subject to serving only while he/she enjoyed the confidence of the faculty. It became the view of the Committee that even if a revised resolution were to be passed by the Senate, it was unlikely that the President would transmit it with a favorable recommendation to the Board of Trustees.

If and when a search for a Vice President for Academic Affairs is initiated by the President, that will be apparent to the Senate since the President has indicated that he believes in the current provisions of the *Faculty Code* and that he would honor its provisions for consultation with the Executive Committee of the Faculty Senate. Moreover, the *Code* provides that the Executive Committee "...may submit names of proposed candidates...and may advise concerning names proposed by administrative officers." The Executive Committee could, in essence, establish a search committee or process to meet its role as defined in the *Code*.

With respect to the provision regarding the requirement of continued faculty confidence in the President, the Committee suggests that we follow the President's observation that "the Faculty [Assembly] can decide to get together informally and vote anything they want." Were this to occur, it is likely that such a vote of no confidence, even if not given specific effect by the *Faculty Code*, would not go unnoticed by the Board of Trustees.

Thus, the PEAf recommends that, for the time being at least, no further action be taken by the Senate on Resolution 87/10. It would be useful, however, to have a better understanding of the meanings of "consultation" and "faculty participation" in this and other provisions of the *Faculty Code*. The Committee strongly believes in the concept and practice of "shared governance;" it believes that the industrial analog of CEO and workers is not appropriate at The George Washington University.

3. **Board of Trustees' Action.** Members of the PEAf have been meeting with the Executive Committee of the Senate, and have been part of the faculty negotiating team working with members of the Administration in an attempt to provide a resolution to the situation created when the Board of Trustees acted to remove itself from resolving disputed faculty personnel recommendations (non-concurrences). Since there is, as yet, no agreement by the President to the principles developed by the faculty-administration working group, it is apparent these negotiations must continue during the months ahead.
4. **Faculty Participation & Consultation.** A group of faculty whose programs and faculty were transferred from one school to another have proposed a resolution designed to insure appropriate faculty participation and consultation in future deliberations of this sort. The Committee submitted a resolution to the Senate (Resolution 93-6. A RESOLUTION ON THE ACTIVE PARTICIPATION OF THE FACULTY IN UNIVERSITY GOVERNANCE) which was adopted by the Senate on March 11, 1994.
5. **Medical Faculty Sabbatical Compensation.** For the past three years, physicians at the School of Medicine have been serving under a new contractual agreement that includes sabbatical compensation based on academic rank and specialty rather than on actual salary. Earlier this year, the Executive



Committee requested the PEAf to provide advice on two issues:

1. "...can a school or division of the University establish a policy at variance with such *Code* provisions as sabbatical leave compensation?", and
2. "does the new Medical School Policy violate the University's *Faculty Code*?"

Based on its study of these issues, the PEAf Committee believes that the provisions of the *Faculty Code* should be followed by each school, division or other unit within the University. Not to do so would weaken the very fabric of the *Code*. Further, we believe that the current policy of the School of Medicine regarding sabbatical leave compensation for MFA faculty is at variance with the *Code*.

To bring the Medical School into compliance is a complicated issue which the Committee feels less than competent to undertake. Unlike other segments of the University, the compensation paid to MFA faculty is not fixed at the beginning of the fiscal year. Rather, the bulk of their compensation is derived primarily from the income to the Medical Center generated by their clinical practice. Each individual receives a monthly "draw" based on the income generated in the previous year; this is adjusted quarterly, based on his/her current clinical practice. Less than \$10,000 of his/her annual compensation is derived from the University. Thus, arriving at an equitable sabbatical compensation that is consistent with the *Faculty Code* is difficult at best. The current policy establishes sabbatical compensation at an average compensation by rank and by medical or surgical specialty, rather than by actual compensation, as stipulated in the *Faculty Code*. Moreover, should an MFA faculty take a sabbatical, s/he would presumably have no clinical practice during that period and a diminished basis for calculating his/her "draw" for the following fiscal year.

The Committee sees additional problems. Since a MFA faculty member's compensation is driven by clinical practice, there is a financial disincentive for undertaking research and other scholarly activities, and perhaps even for teaching. It is commonly understood that an expectation for taking (or granting) a sabbatical leave is that of furthering one's research. A prerequisite, it would seem, is a research culture within the institution. The Committee believes that each member of the faculty should have the opportunities and incentives for undertaking full *academic* activities including research or other scholarly activity, teaching, as well as the pursuit of one's professional goals. If there is little research activity, what is the purpose of a sabbatical leave?

Under the current sabbatical leave compensation policy, there are financial disincentives against taking a sabbatical leave, not only for the individual on leave, but also for other members of his/her department or division. The absence of one member of a clinical unit places additional patient load burdens on other members of the department/division in order to "cover" the absent member's patients *and to generate sufficient income to provide the sabbatical compensation for their colleague*. The School of Medicine has no central fund to finance sabbatical leaves; the resources must come from the department or division in which the faculty member resides. Income derived from clinical practice for the entire unit may decline and, as a consequence, colleagues' compensation may also decline. This is an especial problem for smaller units. It is not surprising that few clinicians have availed themselves of the opportunity to take a sabbatical leave.

The Committee believes that sabbatical leaves both a privilege and an opportunity that should benefit the faculty member and the University. We recommend that the appropriate faculty bodies and administrators of the School of Medicine reexamine the policy to make this privilege equally accessible to all faculty, clinical as well as basic science, with special attention to equitable access from all departments and divisions regardless of size.

6. **Family Leave.** A joint subcommittee under the leadership of the Senate Committee on Appointment, Salary & Promotion Policy is trying to develop a plan for family leave. The implications of such a plan on the timing of decisions on promotion and tenure are being examined.

Victor H. Cohn, Chair  
Kurt J. Darr  
Joseph L. Gastwirth  
Jeffrey R. Henig  
Carol H. Hoare  
Walter K. Kahn  
Paula R. Kaiser  
Harold L. Liebowitz  
John Lobuts, Jr.  
Mary H. McGrath

Michael Moses  
Howard C. Pierpont  
David Robinson, Jr.  
Jeffrey Stephanic  
Harry E. Yeide  
  
Robert J. Harrington (*ex officio*)  
Dean Jack H. Friedenthal (*ex officio*)  
Susan B. Kaplan (*ex officio*)  
Dean Linda B. Salamon (*ex officio*)



DEPARTMENT OF ENGLISH

HONORS AND ACADEMIC CONVOCATIONS COMMITTEE  
Annual Report

How but in custom and in ceremony  
Are innocence and beauty born?  
--William Butler Yeats

The Committee met in September to prepare a list of nominees for honorary degrees and has reviewed further nominations through the year, submitting its judgment to the President.

With the aim of increasing interest and soliciting opinions, the Committee has surveyed the faculty in April and will use the results of its survey to direct its judgments of future graduations and convocations. The Committee has a history of considerable continuity in its membership over the years, so the present members can anticipate that survey results will assist their collective judgment.

Chair: Ormond Seavey, English *Ormond Seavey*  
Phillip D. Grub, International Business  
Jane Lingo, University Relations  
John C. Lowe, Geography  
Dorothy A. Moore, Educational Leadership  
Martha Rashid, Educational Leadership  
Joan R. Regnell, Speech and Hearing  
Alan G. Wade, Theatre and Dance  
Abdou S. Youssef, EECS  
Roderick S. French, Vice President for Academic Affairs  
J. Matthew Gaglione, Registrar  
Sandy H. Holland, University Relations  
Lynn Shipway, University Special Events  
G. David Anderson, Gelman Library  
Jill F. Kastle, University Marshal

**A TRIBUTE TO PHILLIP D. GRUB**  
**Professor of Business Administration and**  
**Aryamehr Chair in Multinational Management**

Professor Grub became a full-time member of the School of Government and Business Administration, now the School of Business and Public Management, thirty years ago after serving one year as a part-time faculty member. He earned his M.B.A. and D.B.A. from George Washington University.

Professor Grub, holder of the Aryamehr Chair in Multinational Management, has authored or co-authored 16 books and over 300 journal articles, professional papers, case studies, and monographs in international business. He is a founding Director of the World Trade Center Washington and the US-Japan Culture Society and a recognized expert in the field of international business serving as an advisor to numerous domestic and international officials in both the private and public sectors and speaking at major academic and professional conferences.

During his years at GW he was chair of the Department of Business Administration (1968-1970), Special Assistant to the President for International Program Development (1974-1980), and the founding director of the Program, now Department, in International Business in SGBA. He served as a member of the Faculty Senate from 1972-1976 and 1987-1990 and was a member of the Executive Committee during the 1974-75 academic year.

Professor Grub will be most remembered for his abilities to enhance the GWU endowments particularly in the area of student scholarships including the Hyundai Scholarship for Korean and American graduate students, the Daewoo Corporation Scholarship for Chinese students, The Rita H. Keller Scholarship Fund, the Marriott Foundation Grant, the Leo & Lillian Goodwin Endowment, the Wolcott Foundation, and, just recently, the Daewoo Corporation Scholarship for Vietnamese students. He worked closely with students and alumni over his thirty years, advised student organizations such as AIESEC and the Japanese MBA Association, and helped develop MBA alumni chapters in Japan, South Korea, Taiwan, Thailand, Indonesia, France, and one currently being formed in Germany.

Ernie Englander  
Faculty Senator, SBPM

**May 5, 1994**  
**Faculty Senate Meeting**



## A TRIBUTE TO DEAN BURTON SAPIN

(Dean of the School of Public and International Affairs and Professor of Political Science and International Affairs)

On behalf of my colleagues in this body, I rise to introduce, in the shadow of his impending retirement, a resolution of appreciation to Professor Burton Sapin, former Dean of the School of Public and International Affairs and ex officio member for fourteen years of the Faculty Senate.

Professor Sapin joined the faculty of Political Science in 1969 and served as the first permanent Dean of the School of Public and International Affairs between 1969 and 1983. Burt is well known throughout political science and international affairs for his many intellectual contributions, in particular the classic Snyder, Bruck, and Sapin volume on foreign policy decision-making and Sapin's Brookings volume The Making of US Foreign Policy.

As Dean of the School of Public and International Affairs, Professor Sapin was known to be a "relaxed but no-nonsense dean" who was a vigorous proponent of multidisciplinary research, a creative leader and an advocate of joint faculty-administration governance. During his years as Dean, Burton Sapin added five new multidisciplinary programs - Russian Studies Program; Science, Technology, and Public Policy; Latin American Studies; Urban Affairs and Security Policy Studies. He exercised his administrative leadership with full understanding of the academic culture and spirit of a major research University. He preferred to view his role as a facilitator of faculty initiatives rather than as an advocate of Rice Hall. During his tenure, the Dean's office became a model of low-budget efficiency, with a limited but enthusiastic staff. Both faculty and students liked the informality of the office, the flexibility of the program and the warmth and enthusiasm of the Dean.

To his resounding credit, Burton Sapin led the School of Public and International Affairs with a commitment to education and scholarly research despite the University administration's inattentiveness to the School's needs. As an administrator and a full time member of the faculty, Burton Sapin was always guided by principle and commitment to education and by the unique spirit and culture of a major University. Above all he was and is a mensch. This is a rare quality which will be missed.

Joseph Pelzman  
Professor of Economics

May 4, 1994  
Faculty Senate Meeting

## A MESSAGE TO OUR DONORS

Dear Friends and Donors:

The Board of Directors of the American Association of University Professors (AAUP) is pleased to announce that the Association has received a grant from the National Endowment for the Humanities (NEH) to support a project on the history of the profession.

The project will be directed by Professor Robert M. Lynd, who has been named as the first Chairman of the Board. The project will be carried out by a committee of the Association, which will be composed of representatives from the various branches of the profession.

The project will be carried out in a number of ways. First, it will involve the collection and analysis of historical documents and records. Second, it will involve the holding of a series of conferences and seminars. Third, it will involve the publication of a series of papers and books. Fourth, it will involve the holding of a series of lectures and symposia. Fifth, it will involve the holding of a series of workshops and seminars. Sixth, it will involve the holding of a series of round-table discussions. Seventh, it will involve the holding of a series of panel discussions. Eighth, it will involve the holding of a series of public hearings. Ninth, it will involve the holding of a series of public forums. Tenth, it will involve the holding of a series of public debates. Eleventh, it will involve the holding of a series of public lectures. Twelfth, it will involve the holding of a series of public seminars. Thirteenth, it will involve the holding of a series of public workshops. Fourteenth, it will involve the holding of a series of public round-table discussions. Fifteenth, it will involve the holding of a series of public panel discussions. Sixteenth, it will involve the holding of a series of public round-table discussions. Seventeenth, it will involve the holding of a series of public panel discussions. Eighteenth, it will involve the holding of a series of public round-table discussions. Nineteenth, it will involve the holding of a series of public panel discussions. Twentieth, it will involve the holding of a series of public round-table discussions.

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**The George Washington University**  
***Senate Fiscal Planning and Budgeting Committee***

**Annual Report for AY 1993-1994**

The Senate Fiscal Planning and Budgeting Committee met monthly during the year and pursued several objectives. The Committee as a whole met regularly with Vice President and Treasurer Louis H. Katz, Associate Vice President for Finance John Schauss, and Assistant Vice President for Budget Don Boselovic to develop a report on the University Budget and to present a number of key financial indicators which would be as meaningful as possible for the faculty. This constitutes Part A of our Report. The Committee acknowledges the generous assistance of Messrs. Katz, Schauss and Boselovic, who have been extremely responsive to the Committee's requests for detailed and analytic financial reports. The Committee wishes to express its appreciation to these officers for helping to develop the spirit of joint governance which the members of the Faculty Senate have been seeking from members of the University administration.

The Committee also assigned subcommittees to pursue special topics of interest to the faculty, such as assessing the status of the current implementation and operation of faculty participation in the budgeting process in each of the Schools; determining the existing University rules governing procurement of "auxiliary" services; and developing a resolution on a University linking a set of 'objective' measure of faculty productivity with merit raises in each of the Schools. These are reported in Parts B, C, and D. Explanations of specific categories of revenue and expenditures are presented in Part E:

The Committee recommends that next year's Committee build on the data and analysis in this year's Report to prepare recommendations to the Faculty Senate on budgeting criteria and priorities which should be developed over the next few years of the planning cycle.

***Part A: Report on the University Budget***

The Committee suggests that all faculty will want to familiarize themselves with the following list of ten points, which represents our distillation of the most important indicators of the University's financial status. (We excluded discussion of the Medical Center, which is budgeted separately.) All the data reported here have been deflated into 1988 dollars, unless otherwise noted. Much of our data reflects a comparison between actual expenditures for FY88-FY93 with projections for FY94 and FY95.



- 1) **Total real net undergraduate tuition revenue** (i.e. actual dollars adjusted for both inflation and financial aid) declined over the 1988 - 1993 period by 2.3 percent and is projected to remain constant at the FY93 level through FY95 under the assumption that undergraduate enrollments remain constant despite the increase in tuition. (See Table 1.)
- 2) **Total real net revenue from graduate tuition** has increased by an annual average 7.5 percent over the 1988 - 1993 period and is projected to increase by an annual average rate of 7.0 percent through FY95, under a similar assumption of constant enrollment. This indicates a major difference in financial support between the two groups. For undergraduate students the current reduction in cash receipts due to financial assistance (referred to as the discount factor) is 42 percent of tuition and for graduate students it is 17 percent. This appears to reflect a University policy to transfer the burden of raising tuition revenue to graduate students. (See Table 2.)
- 3) **Undergraduate student applications** increased sharply in FY93 which represents a major change from the earlier Fall 89 - Fall 92 trend. Since this is a single change it is hard to make long term projections based on undergraduate student applications. It appears the applications for Fall 94 continue to increase and that this has permitted the percent of applications accepted to decline from 80 percent to 65 percent. By contrast, **graduate student applications** increased consistently over the Fall 89 - Fall 93 period. The percent of applications accepted has increased from 41.5 percent to 44.3 percent over the same period. (See Table 3.)
- 4) **Instructional expenditure as a percent of net revenue** has remained constant at about 50 percent; and as a percent of student fees it has remained constant at 67 percent. (See Tables 4 and 5.) These ratios have remained constant over this period of time and appear to be fundamental implicit planning ratios of the University.
- 5) **Administrative and General expenditures** have risen as a fraction of net revenue from 8.3 percent in FY88 to 8.7 percent in FY93 and are projected to rise to 9.9 percent in FY95. Contributing to this growth is an increase in legal expenditures from \$279 thousand in 1988 to 1.2 million in 1993. (See Tables 4 and 7.) Even without this increase, Administrative and General expenditures have increased by 16 percent, in real terms (See Table 6). A **second major growth area** in terms of expenditure as a percent of net revenue has been in student services. Expenditure on student services rose from 7 percent in FY88 to 8.8 in FY93 and are projected to be 8.2 percent of net revenue in FY95. This increasing trend in student services reflects a University policy designed to attract incoming freshman.

- 6) **The main declines in expenditures** as a percent of net revenue are in libraries and in maintenance & operation of plant. Expenditures on libraries have declined from 5 percent in FY88 to 4.2 percent in FY93 and are projected to decline to 4.0 percent of net revenue by FY95. This decline in percentage expenditures on libraries has occurred in spite of increases in real costs for books, journals, and information technology and despite the increasing fraction of tuition revenue from graduate students. (See point 2 above).
- 7) **Total endowment income is 3 percent of total University revenue.** The market value of endowment has increased from \$16.6 thousand per FTE (in 1988 dollars) in FY88 to \$21.5 thousand per FTE in FY93. A comparison of endowment per FTE of GWU with a number of its "market basket" schools is presented in Table 8. **The total transfer of endowment income** to the operating budget (referred to as the payout ratio) in FY93 was \$10 million. The formula for the payout ratio is 5.5 percent of a three-year moving average of endowment, as recommended by this committee and endorsed by the Faculty Senate in the past.
- 8) **Gifts and bequests to the University's** (non-medical center) supporting current operations were \$ 5.7 million in FY93 or less than 3 percent of total net revenue. (See Tables 5 and 9). A comparison of GWU's fund raising results and fund raising expenditures with a number of competitor institutions is presented in Table 10. This comparison shows that GWU is effectively utilizing its fund raising expenditures. During 1988-91 the average University expenditure per dollar raised was 10 cents. Increased expenditure in recent years on fund raising has continued to be associated with a ten-fold increase in voluntary support.
- 9) **Total outstanding University debt** in 1994 is \$ 127.4 million. For FY94 the University debt service is \$8.3 million in interest payments and \$8.2 million in principal payment. Over the next several years, the University will borrow \$38.4 million for several initiatives. These include the Health and Wellness Center (\$21.3 million), the GW/WETA project (\$7.6 million), the renovation of the Marvin Center (\$7.0 million) and the University Inn (\$2.5 million). Of these amounts, debt service on the Health and Wellness Center and the Marvin Center will be paid from the revenue generated by these facilities. For FY93 the ratio of the University's current assets to liabilities was 1.58 to 1 and the ratio of the University's total liabilities to fund balances was .69 to 1.
- 10) **The total number of active status faculty lines filled by rank and School** is presented in Table 11. The information reported in Table 11 points to a substantial discrepancy between the frozen 700 faculty lines often referred to by Vice President French and the 637 faculty positions currently occupied.



Data explaining this discrepancy will become available over the summer and will be the subject of further inquiry by the Committee. The Committee recommends that next year's Committee focus on the planning criteria established for the transfer of faculty lines across Schools as well as the criteria determining the number of faculty lines maintained unfilled.

**Part B: Review of Status of School Planning and Budgeting Committees [See Senate Resolution 92/1]** (Professor William B. Griffith is the contact person on this issue)

The participation of faculty members in their school's budgeting process is, at best, in its **embryonic stage**. A representative of the faculty budgeting bodies of the CCGAS, ESIA and SEAS, who shared their current practices with the committee, point to a disappointing beginning in the current attempt to meaningfully involve the faculty in the initial stages of the budget process and in the development of budgeting criteria for program expansion and contraction.

**Part C: Review of University rules with respect to procurement of "auxiliary" services.** (Professor Henry Solomon is the contact person on this issue)

Difficulty and delay in acquiring pertinent data from administration officials has delayed this portion of the report.

**Part D: Resolution by the Appointment, Salary, Promotion Committee on Requiring Public and Declared University Salary Policy for faculty.** (Professor Anthony Yezer is the contact person on this issue)

Findings delayed till next year.

**Part E: Explanations Of Specific Categories Of Revenue And Expenditures**

## **REVENUE**

**Student Fees.** This category includes tuition and fees for all on and off campus instruction, including continuing education activities, as well as related fees (registration and course and lab fees).

**Sponsored Programs.** This category includes revenue received from sponsors for research conducted by the University, including funding for University overhead associated with research.

**Gifts & Bequests.** This category includes all funds received from private sources which are expendable for current operating purposes. Gifts for the University's endowment are not included on this line.

**Endowment Income.** This category includes all revenue from endowment funds, including interest and dividends and revenue from the University's Investment Properties.

**Auxiliary Enterprises (Net).** This category includes net income from the University's Auxiliary Enterprises (student housing, parking, Marvin Center, Lisner Auditorium, the Computer Store and the Bookstore).

**Other.** This category includes revenue for services provided by University departments, ticket sales and related income from the athletic program and student activities, publication sales, and miscellaneous revenue from workshops, seminars or other activities sponsored by University departments.

## **EXPENDITURES**

**Instruction.** This category includes all instructional expenditures of the University, including undergraduate, graduate, professional, and continuing education programs. Academic administration and academic computing are also reported in this category.

**Libraries.** This category includes the expenditures of Gelman Library and the Burns Law Library.

**Sponsored Programs.** This category includes expenditures for activities sponsored by external agencies (e.g., research and training grants) as well as research activities supported by institutional funds (cost sharing).

**Administration & General.** This category includes expenditures relating to the day-to-day business management of the University, including financial operations, legal services, risk management, computing support, personnel, telecommunications, alumni and public relations, and fund-raising and development.

**Maintenance & Operation of Plant.** This category includes expenditures relating to the general operation and maintenance of the University's building



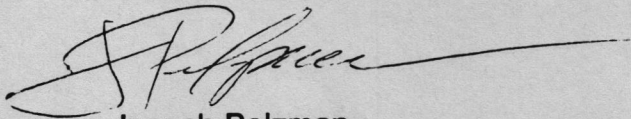
and grounds, as well as campus security and leased space occupied by University departments.

**Mandatory Transfers.** This category includes principal, interest and related expense associated with the University's outstanding long-term debt. Debt service related to the University's Auxiliary Enterprises (student housing, parking, etc.) is not reported in this category.

**Student Services.** This category includes expenditures for the admissions and registrar's offices, financial aid administration, the Dean of Students, and other activities contributing to the health and well-being of the students (e.g., Student Health Administration, the Counseling Center, and Disabled Student Services).

**Other.** This category includes expenditures for intercollegiate athletics (excluding financial aid), the Smith Center, the Office of Campus Life, student government and other student activities (Program Board, Law Review, etc.)

Respectfully submitted,



Joseph Pelzman  
Professor of Economics  
Chair, Senate Fiscal Planning and Budgeting Committee

and the members of the Committee:

Professor Edward J. Cherian, Administrative Sciences  
Professor David Davis, Medicine  
Professor Diane M. DePalma, University Counseling Center  
Professor Charles A. Garriss, CMEE  
Professor William B. Griffith, Department of Philosophy  
Professor James E. Kee, Public Administration  
Professor Roger H. Lang, EECS  
Professor Craig W. Linebaugh, Speech and Hearing  
Professor Salvatore R. Paratore, Educational Leadership  
Professor Henry Solomon, Department of Economics  
Professor Harry S. Watson, Department of Economics  
Professor Robert C. Waters, Engineering Management  
Professor Anthony Yezer, Department of Economics

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**Table 1**  
**NET TUITION REVENUE - UNDERGRADUATE\***  
**ON CAMPUS ACADEMIC YEAR**  
(In Thousand 1988 Dollars)

	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	CHANGE FY 88 - 93	PROJECTED FY 94	PROJECTED FY 95
<b>Tuition Revenue</b>	\$47,502	\$52,823	\$60,013	\$63,684	\$65,612	\$65,507	37.90%	\$66,063	\$66,121
<b>Financial Aid</b>	\$7,137	\$7,758	\$12,312	\$15,789	\$20,869	\$26,090	265.56%	\$28,118	\$27,807
<b>Net Tuition Revenue</b>	\$40,365	\$45,065	\$47,701	\$47,895	\$44,743	\$39,417	-2.35%	\$37,945	\$38,314
<b>Discount Rate</b>	15.0%	14.7%	20.5%	24.8%	31.8%	39.8%	165.08%	42.6%	42.1%

\* Tuition revenue reflects on-campus, academic year activity only. Financial aid includes aid funded by general revenue funds and endowment income, including expenditures for athletics. Data does not include Federal student aid.

**Table 2**  
**NET TUITION REVENUE - GRADUATE\***  
**ON CAMPUS ACADEMIC YEAR**  
(In Thousand 1988 Dollars)

	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	CHANGE FY 88 - 93	PROJECTED FY 94	PROJECTED FY 95
Tuition Revenue	\$34,354	\$39,417	\$42,259	\$47,123	\$50,666	\$52,151	51.8%	\$52,962	\$53,264
Financial Aid	\$4,319	\$4,333	\$4,775	\$6,059	\$7,327	\$8,647	100.2%	\$8,982	\$9,078
<b>Net Tuition Revenue</b>	<b>\$30,035</b>	<b>\$35,084</b>	<b>\$37,484</b>	<b>\$41,064</b>	<b>\$43,339</b>	<b>\$43,504</b>	<b>44.8%</b>	<b>\$43,979</b>	<b>\$44,186</b>
Discount Rate	12.6%	11.0%	11.3%	12.9%	14.5%	16.6%	31.9%	17.0%	17.0%

\* Tuition revenue reflects on-campus, academic year activity only. Financial aid includes aid funded by general revenue funds and endowment income, including expenditures for athletics. Data does not include Federal student aid.



**Table 3**  
**ADMISSIONS INFORMATION (a)**

	FALL 89	FALL 90	FALL 91	FALL 92	FALL 93	CHANGE
<b>UNDERGRADUATE:</b>						
Completed Applications	6,370	6,085	6,031	5,980	7,840	23.1%
Acceptances	5,048	4,907	4,437	4,743	5,052	0.1%
% Applications Accepted	79.2	80.6	73.6	79.3	64.4	-18.7%
Matriculated	1,375	1,137	1,149	1,190	1,486	8.1%
% of Accepted Applicants who Matriculated	27.2	23.2	25.9	25.1	29.4	8.1%
<b>GRADUATE:</b>						
Completed Applications	14,712	14,350	16,151	17,110	17,942	22.0%
Acceptances	6,112	6,121	6,566	6,849	7,941	29.9%
% Applications Accepted	41.5	42.7	40.7	40.0	44.3	6.5%
Matriculated	2,410	2,426	2,900	2,636	2,926	21.4%
% of Accepted Applicants who Matriculated	39.4	39.6	44.2	38.5	36.8	-6.6%

(a) Excludes School of Medicine

**Table 4**  
**EXPENDITURES AS A PERCENT OF NET REVENUE (a)**

	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	CHANGE FY 89 - 93	ESTIMATED PRELIMINARY FY 94	FY 95
<b>Academic Programs/Support</b>									
Instruction	50.8%	51.5%	48.9%	49.0%	48.6%	49.1%	-1.7%	49.7%	49.6%
Libraries	5.0%	4.6%	4.7%	4.6%	4.6%	4.2%	-0.8%	4.1%	4.0%
Total	55.8%	56.1%	53.6%	53.6%	53.2%	53.3%	-2.5%	53.8%	53.6%
<b>Administration and General</b>	8.3%	8.8%	7.5%	8.6%	9.7%	8.7%	0.4%	9.2%	9.9%
<b>Student Services/Activities</b>									
Student Services	4.6%	4.7%	5.5%	6.0%	5.8%	6.0%	1.4%	5.6%	5.7%
Other	2.4%	2.6%	2.6%	2.8%	2.5%	2.8%	0.4%	2.5%	2.5%
Total	7.0%	7.3%	8.1%	8.8%	8.3%	8.8%	1.8%	8.1%	8.2%
<b>Maintenance &amp; Operation Of Plant</b>									
Maintenance & Operation of Plant	10.7%	9.5%	9.6%	9.3%	9.0%	8.4%	-2.3%	7.4%	7.3%
Mandatory Transfers (b)	5.9%	3.5%	5.3%	4.9%	4.6%	4.6%	-1.3%	4.7%	4.9%
Total	16.6%	13.0%	14.9%	14.2%	13.6%	13.0%	-3.6%	12.1%	12.2%
<b>Sponsored Programs</b>	11.5%	12.0%	11.2%	11.4%	12.7%	14.0%	2.5%	14.1%	13.8%
<b>Total (c)</b>	99.2%	97.2%	95.3%	96.6%	97.5%	97.8%	-1.4%	97.3%	97.7%

(a) Revenue less financial aid expenditures and auxiliary enterprises expenditures and debt service.

(b) Primarily debt service.

(c) Totals do not add to 100% because surpluses and interfund transfers are not included.



**Table 5**  
**NET REVENUE**  
**AS A PERCENT OF EXPENDITURES (a)**

	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	ESTIMATED FY 94	PRELIMINARY FY 95
Student Fees	77.6%	78.3%	78.5%	77.6%	75.0%	73.0%	74.0%	74.4%
Sponsored Programs	13.7%	14.3%	13.7%	13.6%	14.7%	15.5%	15.5%	15.2%
Gifts & Bequests	2.5%	2.1%	2.4%	2.1%	1.8%	2.9%	1.8%	1.8%
Endowment Income	4.4%	5.4%	5.9%	6.1%	5.8%	5.0%	4.9%	4.6%
Auxiliary Enterprises (Net)	0.5%	0.6%	1.1%	1.3%	2.2%	2.5%	2.9%	3.1%
Other Income	2.1%	2.3%	3.2%	2.9%	3.1%	3.4%	3.5%	3.3%
Total (b)	100.8%	103.0%	104.8%	103.6%	102.6%	102.3%	102.6%	102.4%

(a) Revenue less financial aid expenditures and auxiliary enterprises expenditures and debt service.

(b) Totals do not add to 100% because surpluses and interfund transfers are not included.



**Table 6**  
**GROWTH IN EXPENDITURES BY FUNCTION (a)**  
(In Thousands of 1988 Dollars (b))

	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	INCREASE FY 88-93
Administration & General	\$11,804	\$12,918	\$11,904	\$14,018	\$16,228	\$14,582	23.5%
Student Services	\$6,521	\$6,875	\$8,782	\$9,728	\$9,627	\$9,993	53.2%
Instruction (c)	\$63,941	\$66,660	\$70,245	\$72,792	\$75,497	\$77,278	20.9%
Libraries	\$7,061	\$6,720	\$7,422	\$7,456	\$7,636	\$7,042	-0.3%
Maintenance & Operation of Plant	\$15,227	\$13,871	\$15,315	\$15,127	\$14,967	\$13,960	-8.3%
Other	\$3,480	\$3,836	\$4,207	\$4,511	\$4,254	\$4,643	33.4%
Sponsored Programs	\$16,443	\$17,604	\$17,890	\$18,483	\$21,138	\$23,363	42.1%
<b>Total Expenditures</b>	<b>\$124,477</b>	<b>\$128,483</b>	<b>\$135,764</b>	<b>\$142,115</b>	<b>\$149,347</b>	<b>\$150,861</b>	<b>21.2%</b>
Mandatory Transfers	\$9,608	\$6,773	\$10,013	\$7,934	\$10,436	\$10,154	5.7%

(a ) Excludes Medical Center expenditures and School of Medicine students.

(b) Based on Consumer Price Index for Urban Areas.

(c) Excludes Continuing Engineering Education Program expenditures, which decreased \$2.0 million during this period.

**Table 9**  
**UNIVERSITY FUND - RAISING (a)**  
(Thousand Dollars)

	<b>CURRENT OPERATIONS</b>	<b>PLANT</b>	<b>ENDOWMENT /LOAN</b>	<b>TOTAL</b>
FY 93	\$5,717	\$26	\$3,291	\$9,034
FY 92	\$3,381	\$198	\$4,538	\$8,117
FY 91	\$3,763	\$8	\$2,997	\$6,768
FY 90	\$3,932	\$3,197	\$1,789	\$8,918
FY 89	\$3,132	\$24	\$3,034	\$6,190
FY 88	\$3,508	\$26	\$3,311	\$6,845

(a) Excluding the Medical Center



**Table 10**  
**COMPARATIVE FUND-RAISING RATIOS**  
 (Thousand Dollars and Percent)

	AVERAGE ANNUAL SUPPORT, 1989 - 1991 (a)	TOTAL FUND-RAISING EXPENDITURES, 1989 - 1990 (b)	COST EFFECTIVENESS (COST PER DOLLAR RAISED)
American	\$5,735	\$1,903	33.2%
Georgetown	\$28,688	\$6,212	21.7%
George Washington	\$19,400	\$1,856	9.6%
Syracuse	\$25,615	\$3,162	12.3%
Tufts	\$35,919	\$5,147	14.3%
Tulane	\$24,809	\$4,214	17.0%

(a) Voluntary Support of Education Surveys

(b) Center for Information Planning. More recent comparative data is not available.

**Table 7**  
**UNIVERSITY LEGAL EXPENSE (a)**  
**(Thousand Dollars)**

	<b>FY 88</b>	<b>FY 89</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>Change</b>
Office of Legal Matters (b)	\$0	\$41	\$58	\$68	\$87	\$167	307.3%
Legal Expense	\$657	\$559	\$617	\$1,092	\$1,163	\$1,363	107.5%
Less Medical Center Allocation (c)	(\$378)	(\$320)	(\$340)	(\$164)	\$0	\$0	
Total Current Dollars	\$279	\$280	\$335	\$996	\$1,250	\$1,530	448.4%
<b>Total Constant Dollars (b)</b>	<b>\$279</b>	<b>\$266</b>	<b>\$304</b>	<b>\$864</b>	<b>\$1,052</b>	<b>\$1,250</b>	<b>348.1%</b>

- (a) Represents internal staff and costs associated with the use of external counsel.  
Does not include Medical Center expenditures.
- (b) Total Constant Dollars based on the 1988 Consumer Price Index for Urban Areas



**Table 8**  
**COMPARISON OF ENDOWMENT PER FTE**  
**FOR MARKET BASKET SCHOOLS (a)**

	ENDOWMENT MARKET VALUE (\$000s)	NUMBER OF FTE STUDENTS	ENDOWMENT ASSET (\$) PER FTE STUDENT
Emory University	\$1,763,518	9,066	\$194,520
Washington University	\$1,687,413	9,551	\$176,674
Northwestern University	\$1,308,363	14,939	\$87,580
Vanderbilt University	\$800,632	9,279	\$86,284
Duke University	\$669,075	10,616	\$63,025
Carnegie-Mellon University	\$404,531	6,445	\$62,767
Georgetown University	\$340,505	10,816	\$31,482
Tufts University	\$214,775	7,535	\$28,504
New York University	\$694,443	26,399	\$26,306
<b>George Washington University (b)</b>	<b>\$353,099</b>	<b>13,423</b>	<b>\$26,306</b>
Boston University	\$334,507	22,033	\$15,182
American University (c)			
Brandeis University (c)			

(a) Data based on the 1993 NACUBO Endowment Study

(b) The average endowment assets per FTE student with endowments size of over \$100 million up to \$400 million is \$66,351. The average endowment size per FTE for a private University is \$60, 571.

(c) Current data not available.



**Table 11**  
**DISTRIBUTION OF ACTIVE STATUS GWU FACULTY**  
**BY SCHOOL AND BY RANK, FALL 1987-1993\***  
**(Actual Positions Filled)**

	1987	1988	1989	1990	1991	1992	1993	Change
<b>CC/GSAS</b>								
Professor	120	125	128	130	135	138	136	16
Associate Professor	94	94	86	87	86	91	90	-4
Assistant Professor	61	73	86	91	95	92	84	23
Instructor	13	10	2	4	7	10	9	-4
Total	288	302	302	312	323	331	319	31
<b>SEHD</b>								
Professor	27	26	26	27	25	22	26	-1
Associate Professor	7	8	7	9	11	10	19	12
Assistant Professor	4	8	7	11	17	16	11	7
Instructor	5	3	4	4	4	2	2	-3
Total	43	45	44	51	57	50	58	15
<b>SEAS</b>								
Professor	52	53	56	56	53	53	54	2
Associate Professor	12	11	9	9	13	15	16	4
Assistant Professor	7	11	12	13	18	17	16	9
Instructor	1	0	0	0	0	0	0	-1
Total	72	75	77	78	84	85	86	14
<b>SBPM</b>								
Professor	42	42	44	46	47	50	49	7
Associate Professor	35	33	34	33	31	32	35	0
Assistant Professor	14	13	14	15	15	17	17	3
Instructor	1	0	0	0	0	0	0	-1
Total	92	88	92	94	93	99	101	9
<b>NLC</b>								
Professor	31	28	32	35	33	34	36	5
Associate Professor	11	11	10	11	12	12	10	-1
Assistant Professor	0	0	0	0	0	0	0	0
Instructor	9	8	9	6	6	6	1	-3
Total	51	47	51	52	51	52	47	-4
<b>ESIA</b>								
Professor	8	9	12	10	11	13	10	2
Associate Professor	6	6	6	6	6	5	5	-1
Assistant Professor	1	3	3	4	4	3	6	5
Instructor	0	0	0	0	0	0	0	0
Total	15	18	21	20	21	21	21	6
<b>UNIV PROFESSOR</b>								
	4	4	4	3	4	5	5	1
<b>TOTAL</b>								
Professor	284	287	302	307	308	315	316	32
Associate Professor	165	163	152	155	159	165	175	10
Assistant Professor	87	108	122	134	149	145	134	47
Instructor	29	21	15	14	17	18	12	-17
Total	565	579	591	610	633	643	637	72

\* These are the numbers reported in AAUP salary studies. They include faculty in regular ranks excluding administrators with faculty rank, deans, associate deans, and faculty on leave without salary. They do not reflect total available positions or budget lines in the schools. Visiting and research faculty are not included.



FACULTY SENATE COMMITTEES  
1994-95 Session

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1994-95

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3.	APPOINTMENT, SALARY, AND PROMOTION POLICIES Chair, Professor William B. Griffith	Boswell
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1994-95 Session

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Rice 8th Flr	Stephen J. Trachtenberg, President, <u>ex officio</u>	4-6500

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 Oertel, Yolanda C., Pathology  
 Sullivan, Patricia A., ESTS  
 Wise, Jarrett M., Health Care Sciences

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Rau, Pradeep A., Marketing Logistics & Oper. Mgmt.  
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- \*Griffith, William B., Philosophy
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- Paratore, Salvatore R., Educational Leadership
- Sidawy, Mary K., Pathology
- Solomon, Henry, Economics
- Waters, Robert C., Engineering Management
- Watson, Harry S., Economics

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- Schauss, John A., Associate Vice President for Finance

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- Lowe, John C., Geography
- Moore, Dorothy A., Educational Leadership
- Regnell, Joan R., Speech & Hearing
- Wade, Alan G., Theatre & Dance

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Harizanov, Valentina, Mathematics  
Hitchcock, Denis M., Art  
Karp, Stephen A., Psychology  
King, Michael, Chemistry  
Phillips, Terry M., Medicine  
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Sewell, David, Naval Science  
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Stephens, George C., Geology  
Uhron, Mark A., Naval Science  
Withers, Maida R., Theatre & Dance

ex officio:

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MacEwen, Virginia, Gelman Library  
Schauss, John A., Associate Vice President for Finance

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

\*Chair: Kahn, Walter K., EECS  
Darr, Kurt J., Health Services Management & Policy  
Gastwirth, Joseph L., Statistics  
Hartswick, Kim J., Art  
Hoare, Carol H., Human Services  
Kaiser, Paula (Emeritus) Anesthesiology  
Liebowitz, Harold L., CMEE  
Lobuts, John, Jr., Management Science  
McGrath, Mary H., Surgery  
Moses, Michael F., Mathematics  
Pierpont, Howard, C., (Emeritus) Surgery  
Robinson, David, Jr., Law  
Stephanic, Jeffrey L., Art  
Thornhill, Robert, Naval Science  
Tuazon, Carmelita, Medicine  
Yeide, Harry E., Religion

ex officio:

Friedenthal, Jack H., Dean of the National Law Center  
\*Harrington, Robert J., Executive Committee Liaison  
Kaplan, Susan B., Assistant Treasurer for Legal Matters  
Salamon, Linda B., Dean of Columbian College & Graduate School  
of Arts and Sciences

RESEARCH

\*Chair: Kind, Phyllis D., Microbiology & Immunology  
Achrol, Ravi S., Marketing Logistics & Oper. Mgmt.  
Bathgate, Susanne L., OB/GYN  
Berman, Barry L., Physics  
Bjelajac, David, Art  
Horvath, M. Pardavi, EECS  
Junghenn, Hugo D., Mathematics  
Rohrbeck, Cythnia A., Psychology  
Siegel, Fred R., Geology  
Sigelman, Carol K., Psychology

ex officio:

Filstrip, E. Christian, Gelman Library  
\*Johnston, Gerald P., Executive Committee Liaison  
LaRosa, John C., Dean for Research, Medical Center  
Lehman, Donald R., Associate Vice President for Research & Graduate  
Studies



UNIVERSITY AND URBAN AFFAIRS

\*Chair: Castleberry, Michael S., Special Education  
Bargmann, Eve, Health Care Services  
Huve, Gerard P., Romance Languages  
Maurer, Ward D., EECS  
Nashman, Honey W., Human Services  
Soniati, Barbara, Health Care Services  
Thornhill, Robert, Naval Science  
Williams, Carmen M., Dermatology

ex officio:

\*Boswell, John G., Executive Committee Liaison  
Cropp, Dwight S., Assistant Vice President for Government Relations  
Fowler, David, Dean of the School of Business & Public Management  
Henderson, Francine, Gelman Library  
Katz, Louis H., Vice President and Treasurer

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The following committees are not Standing Committees of the Faculty Senate but are listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

\*Co-Chair: Tropea, Joseph L., Sociology  
Hoffman, Daniel, Medicine  
Kirkland, Margaret R., English  
Korman, Can E., EECS  
Rogers, Charles C., Radiology  
Ullman, Daniel H., Mathematics  
Yeide, Harry E., Religion

ex officio:

Beil, Cheryl, Director, Enrollment Research & Retention  
Chernak, Robert A., Vice President for Student & Academic Support Svcs.  
Donnels, Linda, Dean of Students  
Kaplan, Susan B., Assistant Treasurer for Legal Matters  
\*Robinson, Lilien F., Executive Committee Liaison  
Salamon, Linda B., Dean of Columbian College & Graduate School of Arts  
& Sciences  
Strong, LeNorman J., Director of the Office of Campus Life  
Wooldridge, Annie B., Assistant Vice President

STUDENT MEMBERS:

\*Co-Chair: Jon Friebert  
Maddy Greenwald  
Graham Klemm  
Scott Mory  
Peter Sherman  
Charisse Smith  
Gary Weisman

ex officio:

(to be elected)

\*Member of the Senate

AD HOC COMMITTEE ON ALTERNATIVE APPEALS PROCESS  
FOR HANDLING ADMINISTRATIVE NONCONCURRENCES:

Faculty Members:

Lilien F. Robinson, Chair, Executive Committee  
Dennis H. Holmes, Executive Committee  
Gerald P. Johnston, Executive Committee  
Victor H. Cohn, Chair, Professional Ethics & Academic Freedom Committee  
Jeffrey R. Henig, Professional Ethics & Academic Freedom Committee

Administration Members:

Roderick R. French, Vice President for Academic Affairs  
Jack H. Friedenthal, Dean, National Law Center  
Linda B. Salamon, Dean, CCGSAS

JOINT FACULTY-ADMINISTRATION TASK FORCE TO ASSESS THE  
LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS

Faculty Members:

Joseph Pelzman (ESIA), Co-Chair  
Theodore M. Barnhill (SBPM)  
Charles A. Garris (SEAS)  
Joseph A. Greenberg (SEHD)  
Hermann J. Helgert (SEAS)

Administration Members:

Louis H. Katz, Vice President & Treasurer, Co-Chair  
Don Boselovic, Assistant Vice President for Budget  
Irwin Price, Associate Vice President for External Programs  
G. Edgar Jones, Director, Administration & Finance for External Programs





REPORT OF THE EXECUTIVE COMMITTEE  
MAY 5, 1994  
PROFESSOR LILIE F. ROBINSON, CHAIR

Before presenting my Report, I would like to thank President Trachtenberg for providing refreshments for this meeting. I would also like to welcome the new members of the Senate. I look forward to working with all of you.

On behalf of the Executive Committee, I have the following brief report:

I. RESOLUTIONS

The Faculty Senate acted upon ten resolutions during the 1993-94 Session; these resolutions have been forwarded to the President for his response.

II. ANNUAL REPORTS

Chairs of Senate Standing Committees who have not yet submitted Annual Reports of their respective Committees are asked to do so as soon as possible for distribution with the minutes of today's meeting. The Chairs are also requested to note in their Annual Reports any continuing business, which would be a matter for the 1994-95 Senate Committees.

III. UPDATE ON DEVELOPMENT OF ALTERNATIVE APPEALS PROCESS FOR HANDLING NONCONCURRENCES, PURSUANT TO THE REQUEST OF THE BOARD OF TRUSTEES

The Ad Hoc Committee met for the fifth time on Thursday, April 29th. At that meeting a new draft on alternative nonconcurrence appeals process was distributed by Vice President French to the Committee. This draft was, in some of its main points, significantly at variance with the previous draft circulated to the Senate, as well as the thrust of the Resolution passed by the Senate at its April 8th meeting. The Committee briefly discussed this new draft prepared by the Administration. On April 30th, the day following the meeting, the members of the Ad Hoc Committee received a revised version of the April 29th draft from Vice President French.

Neither the faculty members of the Ad Hoc Committee nor the members of the Executive Committee have had an opportunity to even briefly review the draft received April 30th. Clearly, more than a review is required of a document of such significance to shared governance.

As announced at the April Senate meeting, the deadline of April 15th, initially established by the Board of Trustees, was removed by the Board. Further, it is the understanding of the Ad Hoc Committee faculty members, as indicated to them by the Administration, that receipt of a Resolution/report in time for consideration at its October meeting would be acceptable to the Board. Accordingly, as the next step in the process, there will be meetings of the faculty members of the Ad Hoc Committee and Executive Committee to study the most recent draft, continuing their work, as instructed by the Senate through its Resolution of April 8, 1994.

#### DISCUSSION OF THE EXECUTIVE COMMITTEE REPORT

Professor Kahn asked if the Ad Hoc Committee appointed to study this matter would continue its negotiations or would a new committee have to be constituted. Professor Robinson replied that the present Ad Hoc Committee would continue with some changes in the membership, inasmuch as Professor Cohn was retiring and Professor Holmes was not now a member of the Executive Committee. Professor Robinson noted this was her own understanding as the Executive Committee had not yet met to discuss this matter.

Professor Griffith asked Professor Robinson if she anticipated the need for a Special Meeting of the Senate later this month or early September. Professor Robinson responded that the Executive Committee would move as rapidly as possible, but that the Executive Committee would call for a Special Meeting only if there was a need for one.



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

THE FACULTY SENATE

April 25, 1994

The Faculty Senate will meet on THURSDAY, MAY 5, 1994, at 2:10 p.m., in Lisner Hall 603. (This is the first meeting of the new 1994-95 Session.)

AGENDA

1. Call to order
2. Introduction of new Senate members
3. Approval of the minutes of the Special Meeting of March 25, 1994, and the regular meeting of April 8, 1994.
4. Introduction of Resolutions
5. General Business
  - (a) Approval of dates for regular Senate meetings in the 1994-95 Session recommended by the Executive Committee, as follows: May 5, 1994, September 9, 1994, October 14, 1994, November 11, 1994, December 9, 1994, January 20, 1995, March 10, 1995, and April 14, 1995
  - (b) Nomination for appointment by the President of the Faculty Senate Parliamentarian for the 1994-95 Session (nominee to be announced)
  - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1994-95 Session (list of nominees to be distributed at meeting)
  - (d) Nomination for appointment by the President to the following Administrative Committees: Committee on the University Bookstore: Stephen McGraw, Scott B. Pagel, and David A. Rowley; GW Forum: Debra Bruno, Editor-in-Chief, Michael F. Moses, and Jeffrey L. Stephanic; Safety and Security Advisory Committee: George C. Stephens, Bonnie M. Sachs, and Ernest J. Englander; Joint Committee of Faculty and Students: Joseph L. Tropea, Faculty Co-Chair; Margaret R. Kirkland, Can E. Korman, Charles C. Rogers, Daniel Ullman, and Harry E. Yeide

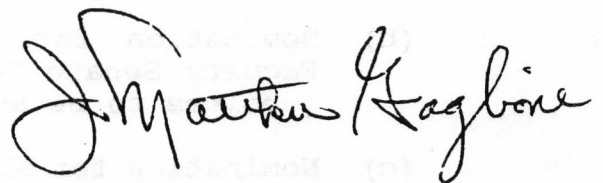


5. General Business (cont'd)

- (e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Joseph L. Tropea; Trustees' Committee on University Development: Joseph Pelzman
- (f) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, Mark S. Klock, W. Douglas Maurer, Terrence Phillips, Joan R. Regnell, Carol Sigelman, and Max D. Ticktin
- (g) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
- (h) Annual Reports: Committee on Athletics and Recreation (Report is attached.)

6. Brief Statements (and Questions)

7. Adjournment



J. Matthew Gaglione  
Secretary

THE GEORGE WASHINGTON UNIVERSITY

THE FACULTY SENATE - 1994-95 SESSION

The Faculty Senate meetings for the 1994-95 Session will be held on the second Friday of each month (exceptions: January and May) as follows:

May 5, 1994	January 20, 1995
September 9, 1994	February 10, 1995
October 14, 1994	March 10, 1995
November 11, 1994	April 14, 1995
December 9, 1994	The 1995-96 Session begins May 4, 1995

Ext. Ex Officio Member (stated by the Faculty Organization Plan)

6500 Trachtenberg, Stephen Joel President

Ext. Administrative Members (stated by the Faculty Organization Plan)

6510	French, Roderick S.	Vice President for Academic Affairs
6393	Gaglione, J. Matthew	Registrar
	(Appointed by the President):	
6241	East, Maurice A.	Dean, Elliott School of International Affairs
6380	Fowler, F. David	Dean, School of Business & Public Management
6288	Friedenthal, Jack H.	Dean, National Law Center
6080	Frieder, Gideon	Dean, School of Engineering & Applied Science
2987	Keimowitz, Robert I.	Dean, Academic Affairs, Medical Center
6130	Salamon, Linda B.	Dean, Columbian College and Graduate School of Arts and Sciences
6161	Smith, Peter P.	Dean, School of Education and Human Development

Parliamentarian

<u>Ext</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
7117	Boswell, John G.	1995	Education and Human Development
7167	Brewer, Mary Diane M.	1995	Columbian College/Graduate School
7078	Captain, Yvonne	1996	Columbian College/Graduate School
8246	Carson, John H.	1995	Business and Public Management
1510	Castleberry, Michael S.	1996	Education and Human Development
6536	Eftis, John	1996	Engineering and Applied Science
3496	Elgart, Mervyn L.	1995	Medical Center
8203	Englander, Ernest J.	1995	Business and Public Management
6265	Griffith, William B.	1996	Columbian College/Graduate School
4857	Gupta, Murli M.	1995	Columbian College/Graduate School
7181	Harrington, Robert J.	1995	Engineering and Applied Science
9471	Johnston, Gerald P.	1996	National Law Center
7186	Kahn, Walter K.	1996	Engineering and Applied Science
2908	Kind, Phyllis D.	1996	Medical Center
6889	Kirsch, Arthur D.	1995	Columbian College/Graduate School
4001	Miller, Harry C., Jr.	1995	Medical Center
0912	Mitchell, Lawrence E.	1995	National Law Center
7108	Pelzman, Joseph	1995	International Affairs
7094	Robinson, Lilien F.	1996	Columbian College/Graduate School
4992	Seavey, Ormond A.	1996	Columbian College/Graduate School
6753	Solomon, Lewis D.	1996	National Law Center
7462	Smith, Keith E.	1996	Business and Public Management
	Thompson, Irene B.*	1996	Columbian College/Graduate School
6545	Tropea, Joseph L.	1996	Columbian College/Graduate School
6856	Vontress, Clemmont E.	1995	Education and Human Development

\*Replaces Professor Silber who will be on sabbatical AY 94-95.



GRADUATE PROGRAM IN GENETICS

April 20, 1994

Annual Report: Senate Committee on Athletics and Recreation

The Committee convened three times to discuss the following matters:

- 1) gender equity issues and the GWU Internal Study and Title IX compliance;
- 2) legislative proposals and actions taken at the NCAA annual convention, and their impact on this University.

In addition, the Committee invited several coaches, academic coordinator Sheila Hoben and sports medicine physician Dr. Kenneth Fine to discuss their work.

Respectfully submitted,

Edward A. Caress  
Lisa Delpy  
James Hahn  
Mary L. Jasnoski  
Charles E. O'Rear  
Donald Paup  
Joseph Petto  
Paul J. Poppen  
David A. Rowley  
Stefan O. Schiff, chair  
Patricia A. Sullivan  
Charles N. Toftoy  
Herbert D. Weintraub

ex officio:  
Steven Bilsky  
Robert A. Chernak  
Mary Jo Warner